

## **Guidelines for the Review of HHS Administrative Officers**

Approved by Interim Dean Aaron Bowman and the HHS Faculty Affairs Committee

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The Purdue University policy on the “Review of Administrative Officers” (<https://www.purdue.edu/policies/human-resources/vif3.html>), states that all administrative officers must be reviewed by their supervisors at least every five years. The purpose of these reviews is to assess an administrator’s effectiveness in meeting strategic goals and administrative expectations and to provide constructive observations and guidance for improvement. In addition, the reviews should be instrumental in guiding the administrator’s professional growth and development.

This document summarizes important elements of the University policy and adds some information specific to HHS. This document supersedes the comparable HHS document dated April 16, 2013. In accordance with the HHS bylaws, the procedures for these reviews have been set through the collaborative work of the HHS Faculty Affairs Committee and the dean.

### Timing of the Reviews

The dean will review the HHS associate deans, unit heads, and directors who report to the dean at least every five years. As indicated in the HHS bylaws, the first review of a new administrator will be conducted during the third year of that person’s administrative appointment.

Reviews earlier than every five years can be initiated by the dean. If any members of the faculty believe at any time that a review of a particular administrator is in order, they may request in writing that the dean conduct a review. The request must include the names of the faculty requesting the review and their reasons for doing so. This information will be kept confidential and will not be shared with the administrator for whom a review is requested. The dean makes the final decision about whether to initiate a review at that time and reports that decision to the faculty who requested one.

Reviews of administrators will be conducted during the academic year. A review should be completed in no more than one semester.

### Requirements for the Reviews

1. Reviews should be comprehensive, assessing all dimensions of an administrator’s responsibilities and considering input from all appropriate constituencies, including faculty, staff, and other groups with whom or for whom an administrator works.
2. All information obtained during the review should be kept confidential. No personally identifying information obtained during the review should be shared with anyone other than the review committee and the dean, and the committee should keep confidential the identity of everyone who provides feedback.
3. All information about an administrator that is obtained during the review process should come from either identified sources or the anonymous survey sent to specifically identified stakeholders. The survey results are reported as group data to preserve anonymity.

## Procedures

1. Review Schedule. The dean establishes the schedule for the regular reviews of HHS associate deans, unit heads, and directors who report directly to the dean. The dean reminds an administrator of an upcoming review at least one month before the semester in which the review will occur.
2. Self-Assessment Document. Along with the reminder of the upcoming review, the dean provides the administrator with instructions for the preparation of a self-assessment document.
  - a. In the document administrators should describe their role in the college, their major accomplishments related to that role, and their major challenges related to that role since beginning their administrative appointment or since their last regular review. Administrators should also present their vision for their units or for their areas of special responsibility in the college. Preparing the self-assessment document therefore allows administrators to obtain feedback on, and build support for, their goals for their units or their work in the college.
  - b. The final document is typically between 6 and 12 pages long, though the total length depends on the specific goals of the administrator and can be based on discussion between the administrator and the dean. The administrator's curriculum vitae or resume should be appended to the document. It should be submitted to the dean within one month after the dean requests it.
3. Review Committee. The chair of the review committee, who may come from within or outside HHS, is appointed by the dean. The dean notifies the administrator once that appointment is made. The other committee members are selected by the dean after consultation with the administrator being reviewed, the committee chair, and other people within or outside of HHS with knowledge of the administrator's responsibilities and performance. The goal in selecting members is to ensure that input is obtained from all appropriate constituencies to ensure broad representation and a diversity of opinions gathered. The size of the committee will vary to enable this goal while ensuring a manageable group size.
4. Review Committee Meetings. Before the first meeting of the review committee, the dean sends the administrator's self-assessment document to the committee members. Some of the agenda items for the first meeting include the following.
  - a. The dean explains the requirements for the review and emphasizes the importance of confidentiality. Then the dean introduces the Director of the Leadership and Organizational Development team in the University's Human Resources department, who assists with the rest of the review.
  - b. The committee discusses the administrator's self-assessment document and decides whether the committee chair or the entire committee should meet with the administrator to discuss any part of the document. During the review the committee may ask to meet

with the administrator, the dean, or other people knowledgeable about the administrator's performance whenever they consider such a meeting as important for the quality of their final report.

- c. The committee prepares a list of people who could be asked to provide feedback about the administrator's performance. The list may include individuals identified by name; it may also include groups of individuals, such as all faculty in the administrator's unit or all staff in specific roles in the college or the University. The preliminary list is given to the dean, who then directly, or via assistance from the Leadership and Organizational Development team, discusses it with the administrator. Then the dean may add other individuals or groups; the dean may also remove individuals or groups. Policies related to the development of this grouped list are established by the Department of Leadership and Organizational Development to ensure consistency of practice university-wide.
5. Survey of the Administrator's Performance. Next, the Leadership and Organizational Development team prepare and distribute a survey about the administrator's performance to the people on the final list approved by the dean. In a message announcing the review and introducing the survey, the dean names the person chairing the review committee and the other committee members. The message introducing the survey also includes a link to the administrator's self-assessment, and respondents are asked to comment on the administrator's accomplishments and vision for the future. The responses are compiled by the Leadership and Organizational Development team, and a summary of the responses is provided to the review committee.
  6. Final Report of the Review Committee. With guidance from the director of Leadership and Organizational Development, the committee reviews the survey responses and other information obtained during the review. Then they prepare a final report that summarizes their evaluation of the administrator. This report is submitted to the dean along with the committee's records of the review. This submission completes the committee's work, but committee members must continue to keep all information about the review confidential.
  7. Dean's Meeting with the Administrator. After reviewing the final report, the survey responses, and the other records of the committee, the dean meets with the administrator to discuss both the committee's findings and the dean's appraisal of the administrator's performance. Then the dean writes a summary of the conclusions of the review that is provided to the administrator and kept on file in the dean's office.
  8. Completion of the Review. After that meeting the dean sends messages thanking the review committee for their work and the survey respondents for their feedback. The review committee may also receive a summary of the conclusions of the review and, if appropriate, an outline of the plan for improving the administrator's performance. Alternatively, the dean may present those conclusions and the plan during meetings with key participants.